

**Working Towards
Anxiety-free Annual
Performance
Evaluations**

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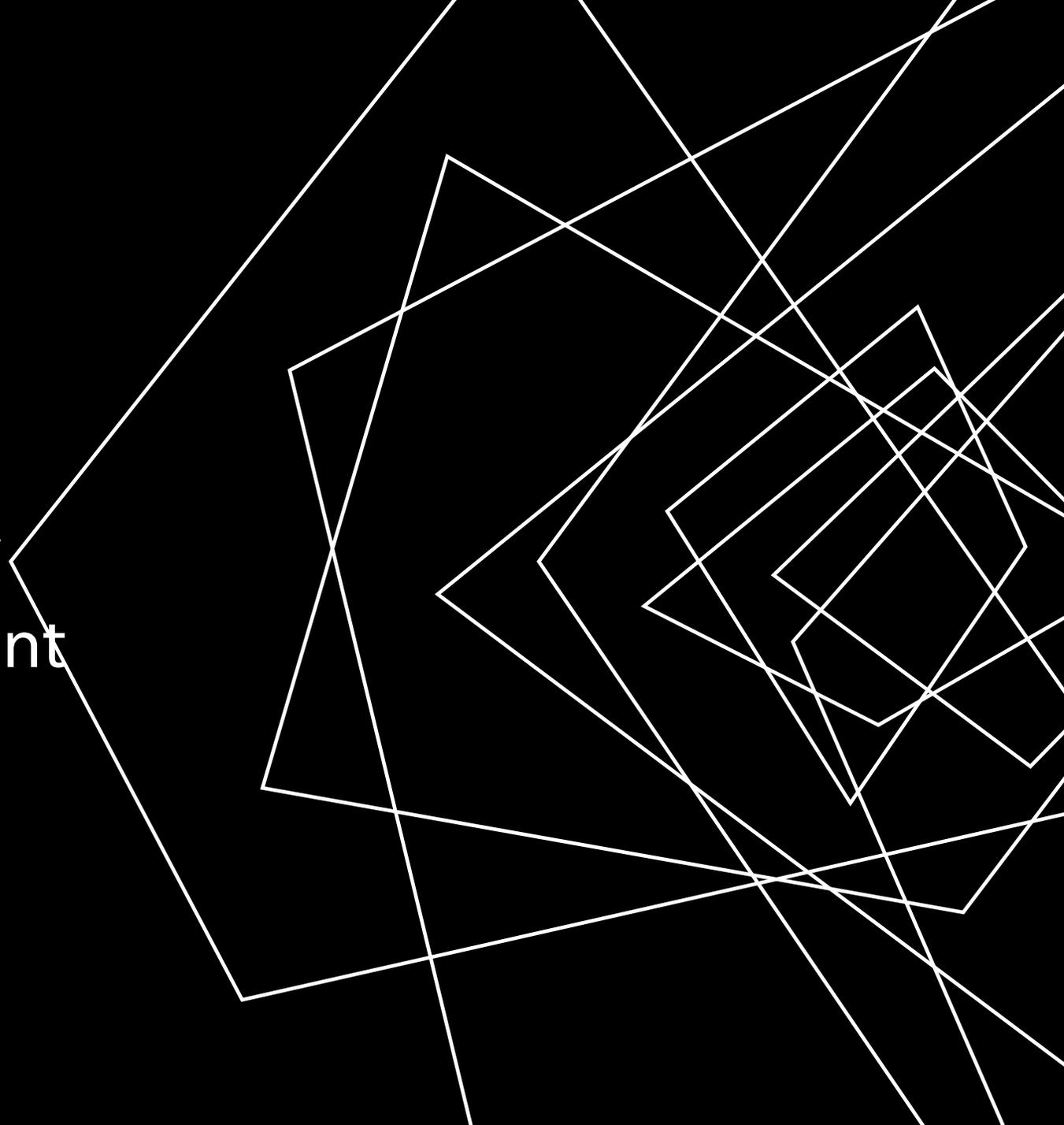
**WHEN THINGS
AREN'T GOING THE
WAY YOU HOPED:
EMPLOYEE
PERFORMANCE
IMPROVEMENT**



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UVM Extension



RUN OF SHOW

1. Introduction & cautions
 2. The importance of managing well
 3. The Same Day Summary
 4. Performance Improvement Plans
 5. Progressive discipline
 6. Summary
- 

THE INFORMATION IN THIS PRESENTATION DOES NOT CONSTITUTE LEGAL ADVICE. I AM NOT A LAWYER, NOT EVEN A HOTSHOT LINCOLN LAWYER, AND I CANNOT GIVE LEGAL ADVICE.

N SERIES
THE
**LINCOLN
LAWYER**

This image used
without consent. So,
go ahead Netflix, tell
your "hotshot lawyer"
to sue me! Hahaha.

The Lincoln Lawyer

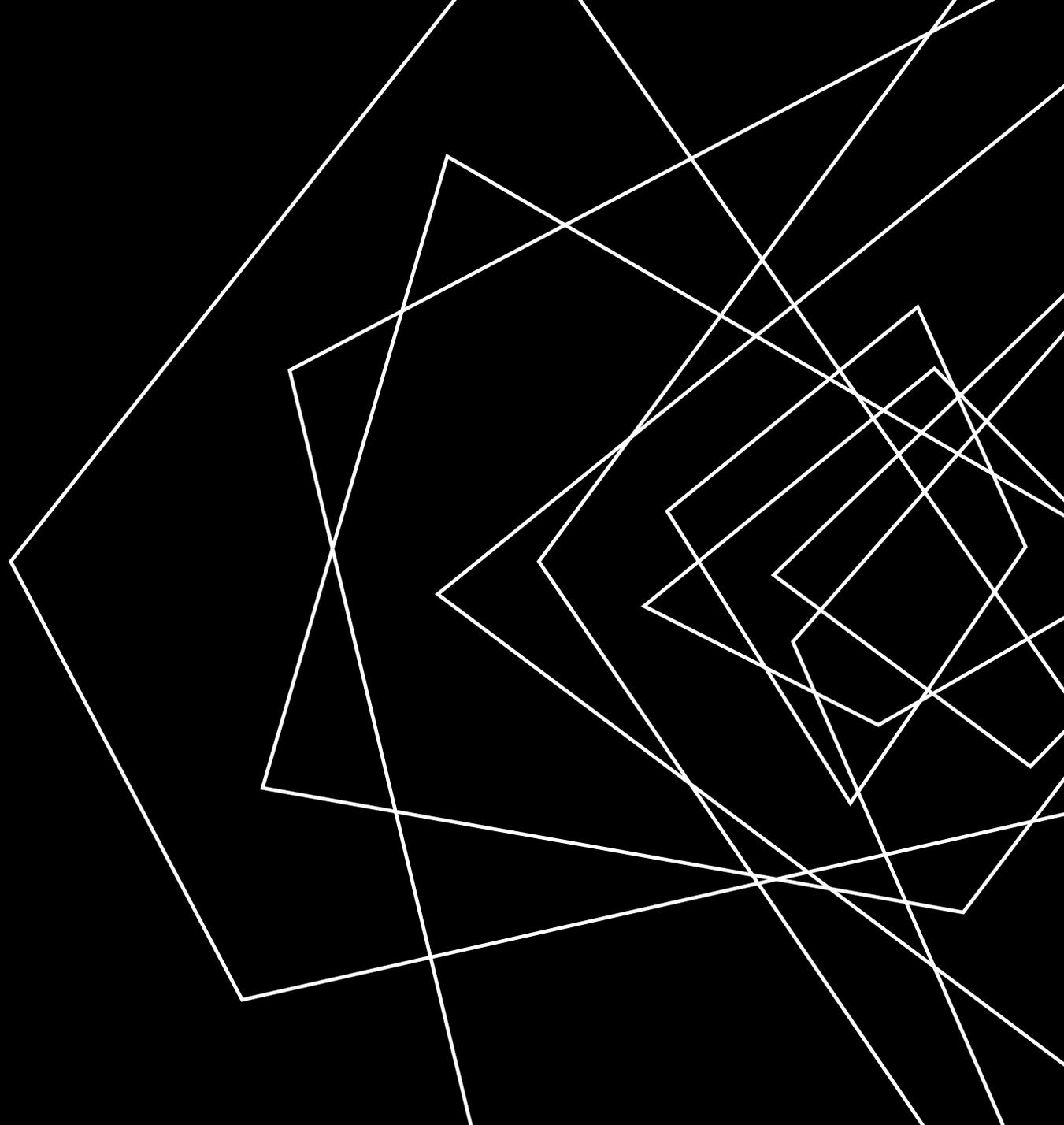
2022 | TV-MA | 1 Season | TV Thrillers

Sidelined after an accident, hotshot Los Angeles lawyer Mickey Haller restarts his career — and his trademark Lincoln — when he takes on a murder case.

Starring: Manuel Garcia-Rulfo, Neve Campbell, Becki Newton
Creators: David E. Kelley



FIND HUMAN
RESOURCE SUPPORT!
TRUSTEE CHAIR;
TRUSTEE PERSONNEL
COMMITTEE; TOWN
HUMAN RESOURCE
OR ATTORNEY /
VERMONT LEAGUE OF
CITIES AND TOWNS;
NON-PROFIT? –
ATTORNEY.



Confidentiality

Consistency

Courage

Conversations

Commitment

Communication

Caring

Regular meetings

Position descriptions

The importance of managing well.

WHAT YOU DO
EVERY DAY
MATTERS
MORE THAN
WHAT YOU DO
ONCE IN A WHILE.

THE SAME DAY SUMMARY

“Readers of my column know that I'm no fan of "progressive" discipline. In my view, it's a demoralizing, judgment-based, punishment-oriented approach that's ineffective and tends to combine insult with injury.”

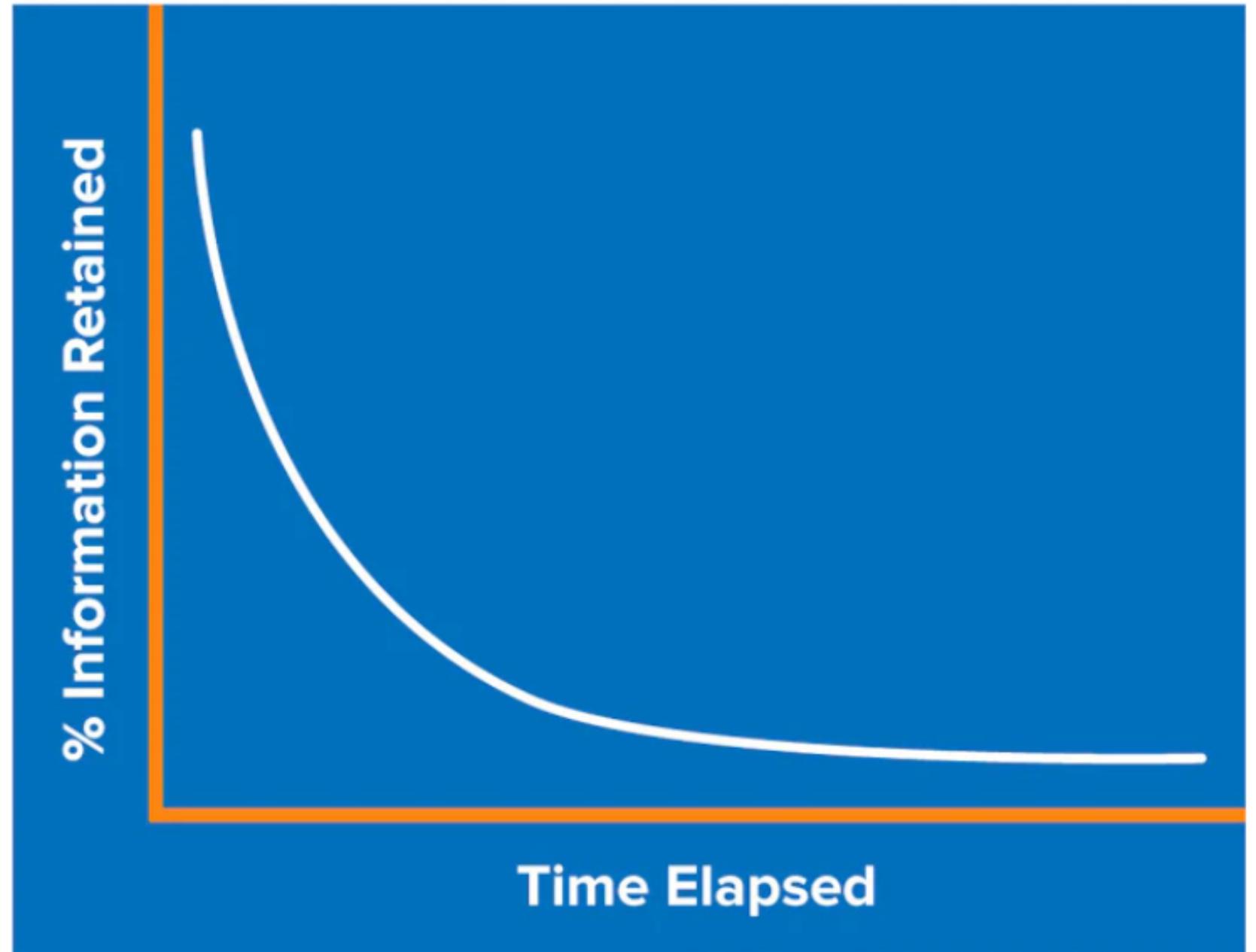
[What Team Sports Can Teach Us About DE&I \(shrm.org\)](https://www.shrm.org)



Former employment attorney and author **Jathan Janove** writes for Society for Human Resource Management Online on how to inject greater humanity into HR compliance.

[Ebbinghaus's Forgetting Curve - Why We Keep Forgetting and What We Can Do About It \(mindtools.com\)](http://mindtools.com)

- Memories weaken over time
- The biggest drop in retention happens soon after learning
- It's easier to remember things that have meaning
- The way something is presented affects learning
- How you feel affects how well you remember



Same Day summary (SDS)

- Short and to the point
- Lists key takeaways
 - Who will do what by when
 - Critical facts or understandings
 - Recognition of constructive behavior
- Written as soon as possible after the real-time conversation
- Recipient is invited to add anything they think was omitted or to correct perceived misstatements

DON'T LIMIT THE SDS TO EMPLOYEE DISCIPLINE.



[The Same Day Summary at Work
\(shrm.org\)](http://shrm.org)

[Down with Documentation
\(shrm.org\)](http://shrm.org)

To: Pat
From: You
February 1, 2023
Subject: Our discussion this morning about your attendance



Hi Pat,

This is a summary of our conversation. Please let me know if I missed anything.

I pointed out that you arrived today at 8:15 a.m.; that your shift begins at 8 a.m.; and that last Tuesday you arrived at 8:10 a.m., which we discussed at that time.

I emphasized that it's necessary you arrive here regularly at 8 a.m.

You gave me your assurance you will do what's necessary so that I can rely on you being here at your scheduled time.

Best,

You



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[3 Tools to Replace Conventional Employee Discipline \(shrm.org\)](#)

Following up on SDS –
The **No-FEAR** (Frame,
Explore, Acknowledge &
Respond)
Confrontation.

Same Day summary (SDS)

- Common mistakes:
 - Wordiness
 - Less is more; salient, specifics.
 - Continuing the conversation
 - You are simply memorializing, not opining, embellishing, reflecting, or adding. It's a summary, not a conversation substitute.
 - Delay
 - The longer you delay, the more likely you will misstate or omit.

Performance Improvement Plan

Note: This template is provided as an example. Districts or professional groups may choose other preferred templates. A Performance Appraisal and Development Plan should have been completed prior to a Performance Improvement Program in most circumstances.

Participants:

Employee Name		Position	
Manager/Supervisor's Name		Position	
Senior Manager's Name		Position	
Work Area:			

PERFORMANCE IMPROVEMENT PLAN (PIP)

Print Employee Name _____ Emp# _____
 Job Title _____ Dept Name _____
 Print Manager Name _____ Da _____

Introductory Period Employee? YES NO

Reason for PIP: (ENTER CODE HERE) _____

ATT	Attendance	GMC	Gross Misconduct
PER	Performance	SAF	Safety Violation

Performance Improvement Plan (PIP)

Staff Member Details

Staff Name _____	Manager's Name _____	Performance improvement renewal date _____
Staff Position Title _____	Manager's Position Title _____	Date that performance will next be reviewed: _____

Actions to Improve Performance

Following discussion at the formal Managing for Performance meeting, the following is a summary of the performance area(s) that continue to be below the expected levels and provide details of what the expected performance standards are, and how these standards will be achieved within the allocated timeframe:

What are the areas of concern?	Expected standards of performance (What are they and when are they met?)	Action (How will you do it?)	Support (What support is required to do your performance?)	Timeline (When is it going to be done by?)

PERFORMANCE IMPROVEMENT PLAN

NAME: _____ PERSONNEL #: _____
 POSITION #: _____
 DEPT./DEPT. NAME: _____ DIV./BRANCH: _____
 SUPERVISOR'S NAME: _____ REVIEW PERIOD: _____ to _____
 FIRST INTERIM REVIEW: _____ SECOND INTERIM REVIEW: _____ THIRD INTERIM REVIEW: _____ OTHER: _____
 (PLEASE INDICATE FOR WHICH INTERIM REVIEW THIS PERFORMANCE PLAN WAS DEVELOPED)

This is to provide you with a formal Performance Improvement Plan in order to correct performance in areas that need improvement. To meet the expectations established for your position, you must improve in the specific area(s) noted continue successful performance in all other areas.

Performance Improvement Areas:
 Specific areas which need improvement.

Performance Improvement Plan:
 Corrective action to be taken and dates for conferences. (Additional sheets may be added if needed).

resources or support, if any, will be provided to assist the employee in making the required improvement? (Additional sheets may be added if needed).

CONFERENCE: _____

Performance Plan Outcome:
 Summary of performance plan; details on next steps.

Performance Improvement Plan

Employee Name:

Job Title:

Department:

Date:

Performance in need of improvement (List the goals the employee will initiate to improve work performance, as well as an action plan for how the employee will achieve each goal. Include skill development and changes needed to meet work performance expectations):

Goals	Action Plan
1.	
2.	
3.	

Targeted Date for Improvement:

Expected results (List measurements, where possible):

Projects are completed on time and within budget

Performance Improvement Plans

TABLE OF CONTENTS

Performance Improvement Plans: An Overview	1
What is a Performance Improvement Plan?	1
Why Should You Use a Performance Improvement Plan?	1
When Should You Use a Performance Improvement Plan?	1
Working with Human Resources	2
Successfully Implementing Performance Improvement Plans	2
Stage 1: Counseling	2
Stage 2: Performance Improvement Plan	4
Stage 3: Feedback	5
Stage 4: Achieved Performance Improvement	5
Stage 5: Recurrence of Unsatisfactory Performance	6
Stage 6: Employee Fails the Performance Improvement Plan	6
Tips on Performance Improvement Plans	6

<https://templatelab.com/performance-improvement-plan/>

IS A PIP APPROPRIATE?

Do you want them to succeed?

The whole point of a PIP is to ensure employee success, or that you've done your best to help them succeed. Don't PIP if you are not committed.

Is it documented?

Is there an actual performance or behavioral issue that can be substantiated? SDS's, documented examples, specific instances, etc.

Can it be fixed?

Is it likely the issue can be "fixed" through an improvement plan? Insolence and insubordination may not lend themselves to a plan.

**Training?
Personal life?**

Has the employee received proper training? Is there a known personal issue that may be affecting the employee's performance?

<https://templatelab.com/performance-improvement-plan/>

Core competencies: Park County Public Libraries

1. Job skills & knowledge
 1. Patron services
 2. Job knowledge
 3. Productivity/quantity of work produced
 4. Quality of work produced
 5. Working relationships
 6. Reliability
 7. Problem solving
 8. Adaptability
 9. Leadership skills
2. Work habits
 1. Attendance & tardiness
 2. Communication
 3. Record-keeping

When to use a Performance Improvement Plan (PIP)

- The supervisor sincerely wants to help the employee succeed.
- When performance in one or more core competencies is (chronically) unsatisfactory compared to expectation standard.



<https://templatelab.com/performance-improvement-plan/>

Some content from template #15, found at "templatelab.com"

Specific

Measurable

Attainable

Realistic

Timely

[How to Establish a Performance Improvement Plan \(shrm.org\)](https://www.shrm.org/hr-today/management/articles/2011/01/01/how-to-establish-a-performance-improvement-plan.aspx)

Define the concern and standards that must be met

Identify the changes that must be made

Establish goals (SMART), resources, training, and timetable for meeting the standard

Provide consistent, timely, and on-going feedback

Evaluate whether standards have been met

[Putting Humanity into HR: Put Positive Pep into PIPs \(shrm.org\)](#)



<https://templatelab.com/performance-improvement-plan/>

[Progressive Discipline | Policies | Human Resources | Vanderbilt University](#)

Performance Improvement Plan

- Don't procrastinate – be timely
- Consider SDS first
- Keep this confidential – respect privacy
- Keep it as simple and direct as possible
- Provide written formal review of progress at least once during the process (halfway; monthly; whatever is appropriate)
- Allow reasonable time for employee to demonstrate improvement
- Remember to focus on positive aspects of their work too

- When misconduct, poor behavior or incompetence are at issue.
- Severity of incident or behavior
 - Dishonesty
 - Policy violation
 - Violation of the law
 - Insubordination
 - Alcohol and drug use
 - Safety risks to oneself or others

Progressive discipline

- Verbal warning
 - Clarify expectations, policies
 - Impact of incident or violation
 - Document “verbal” warning
- Written warning
 - Describes unacceptable behavior
 - What further disciplinary action will occur if repeated
- Final written warning
- Termination

Here you need an attorney even more. If you are a municipal library, the VLCT – Municipal Assistance Center has SHRM-certified labor attorneys on staff, and there is legal advice available through the town.

CAN YOU FIRE SOMEONE WITHOUT WARNING?

CONSIDER: CONTRACT. UNION MEMBERSHIP.
PERSONNEL POLICY AND PROCEDURE.
DISCRIMINATION, FMLA, IMPLIED
AGREEMENTS.

Breaking the law?



Breaking policy?



Dishonesty?



ADMINISTRATIVE LEAVE > FACT FINDING > TERMINATION

THANK YOU!

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Wife's rendition of Gary's Ebbinghaus' Curve

% Information Retained

Time Elapsed

